

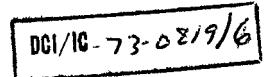
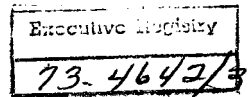
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PPB 73-1255



**CENTRAL INTELLIGENCE AGENCY**  
WASHINGTON, D. C. 20505

OFFICE OF DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE



28 September 1973

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Management Objectives

1. The set of Management Objectives for FY 1974 that you proposed in your memorandum of 19 September has generated a variety of comments and concerns. The concerns fall into two broad categories: 1) those that focus on the lack of a structure within which the several sets of objectives (Community and Agency) in being and in process would fit or, alternatively, the lack of a clear understanding of the relationships among the objectives in the several sets; and 2) those that focus on the quality of the specific objectives.

2. I suggest that the IC Staff and O/PPB jointly develop a structure for the several sets of objectives, or, as a minimum, prepare a statement which would explain the relationships among the objectives. A structure would not only resolve existing uncertainties about relationships but would provide a framework for the future development of objectives.

3. I recommend several modifications to the proposed objectives:

a. that, as appropriate, we add some indication of when, during the fiscal year, the objectives are to be met;

b. that we make A-3, C-4, and C-7 more specific -- for example, A-3 might be "Review compartmentation systems and procedures, identify problems, and recommend improvements";

c. that we reword A-4 to make it an objective (rather than the functional statement it now is) and to reflect that the authority to adjust expenditures rests with the heads of agencies -- perhaps

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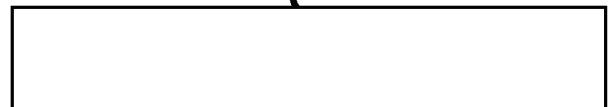
along these lines, "Develop and implement systems to monitor expenditures and to identify periodically to IRAC principals the adjustments which are to be recommended to, or worked out with, program managers";

d. that B-1 be rephrased to eliminate any implication that the ASD/I has authority unilaterally to eliminate or modify national intelligence programs;

e. that in B-3 ". . . broader selection of accessible files . . ." (line 3 on page 2) be changed to ". . . better selection of accessible files . . ." to reflect the importance of quality; and

f. that C-3 be relocated under A as it is more properly an action item for IRAC.

4. Finally, the DDS&T strongly objects to assigning action for A-2 to the R&D Council. Mr. Duckett urges that the IC Staff have the action instead. This matter probably warrants additional consideration, in part because A-2 as stated in these Management Objectives is drawn from the objectives you sent to the President earlier this month.



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Vernon A. Walters  
Lieutenant General, USA  
CIA Member  
Intelligence Resources Advisory Committee

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INTELLIGENCE RESOURCES ADVISORY COMMITTEE

Terms of Reference for  
The Management Information Working Group

A. Authority.

The Management Information Working Group is established by the Director of Central Intelligence effective 15 May 1973.

B. Mission.

The Management Information Working Group guides the development and maintenance of data systems for management information for the US Foreign Intelligence Community, and makes recommendations to the Chairman, Intelligence Resources Advisory Committee (IRAC), regarding them. It monitors the implementation of the management information-related decisions of the Chairman, IRAC.

C. Functions.

The Management Information Working Group will:

1. Supervise the design and development of a management information system for the DCI and the Intelligence Community.
2. Monitor the collection of Intelligence Community management data and make recommendations to the Chairman, IRAC, for the improvement of their quality and timeliness.
3. Sponsor, and conduct as necessary, studies, with appropriate recommendations to the Chairman, IRAC, regarding:
  - a. The structure of intelligence programs, program categories and program elements.
  - b. The identification of IRAC management information needs and the development of supporting data systems and their vocabularies.
  - c. The collection of information needed to evaluate the performance of intelligence programs, activities, units, and systems for IRAC reviews.
  - d. The identification of the intelligence tasks to which resources should be related for IRAC reviews.
4. Develop for the approval of the Chairman, IRAC, policy and procedures for the dissemination of Intelligence Community management information to IRAC member agencies.
5. Maintain for IRAC a central dictionary of intelligence and intelligence-related codewords, nicknames, project names, and system names.
6. Sponsor and guide the development and production of a fact book to identify and describe intelligence programs, activities, units, and systems, worldwide.
7. Carry out such other tasks as the Chairman, IRAC, may direct.

D. Organization and Procedures.

1. The Director of Central Intelligence will appoint the Chairman and Executive Secretary, Management Information Working Group. Each IRAC member agency will appoint a principal and an alternate member.

2. The Management Information Working Group will report to the Chairman, IRAC, through the Deputy to the Director of Central Intelligence for the Intelligence Community. Its day-to-day activities will be guided by the Chairman, IRAC Working Group.

3. The Management Information Working Group will be supported by a staff provided by the Deputy to the Director of Central Intelligence for the Intelligence Community and by such other personnel support as may be directed from time-to-time by the Chairman, IRAC.